

**THE EFFECT OF MANAGER'S BASES OF POWER ON
EMPLOYEE'S SATISFACTION WITH SUPERVISION**

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ABSTRAK (MALAY)

Kajian ini adalah untuk mengkaji kesan kuasa yang digunakan oleh pengurus dan impaknya terhadap kepuasan pekerja terhadap penyeliaan. Kuasa merupakan salah satu komponen yang ketara yang digunakan oleh pihak pengurusan begitu juga dengan pekerja untuk mencapai matlamat masing-masing. Pengurus menggunakan kuasa yang berlainan jenis apabila berurusan dengan pekerja demi mencapai matlamat organisasi dan ini secara langsung mempengaruhi tanggapan pekerja tersebut terhadap pengurusnya. Untuk kajian ini, kita menggunakan lima dimensi kuasa yang disyorkan oleh French dan Raven dimana dimensi kuasa dianggap sebagai pembolehubah bebas manakala kepuasan dengan pengurus dianggap sebagai pembolehubah bersandar. Data dikutip dari 180 responden yang bekerja di Pulau Pinang. “Statistical Package for the Social Sciences” (SPSS) telah digunakan untuk menganalisis data tersebut. Penemuan dari analisis menunjukkan bahawa kuasa ganjaran, kuasa rujukan dan kuasa pakar mempunyai hubungan positif dengan kepuasan terhadap penyeliaan. Manakala kuasa paksaan dan kuasa sah menunjukkan hubungan negative dengan kepuasan terhadap penyeliaan. Walaubagaimanapun, terdapat beberapa batasan dalam kajian ini dan kita mencadangkan agar kajian pada masa hadapan juga cuba memahami samaada kombinasi penggunaan kuasa yang berlainan jenis oleh pengurus dan juga aplikasi terhadap penerima yang berbeza. Kita juga mencadangkan pembolehubah seperti umur, jantina and personaliti pengurus disiasat dan hubungannya dengan kuasa yang dipilih oleh pengurus. Kesimpulannya, kajian ini sedikit sebanyak memberikan manfaat ke atas pemahaman kuasa yang digunakan oleh pengurus ke atas kepuasan pekerja terhadap penyeliaan.

ABSTRACT

This study is to examine the relationship of the type of power bases used by managers upon employee's job satisfaction, in particular on satisfaction with supervision. Power is a prevalent component in an organization and both managers and non managers use it extensively. Manager uses different power bases in dealing with their employees to achieve organizational goals and in a way, the employee's perception towards the manager is influenced by that. For this study, French and Raven's five dimensions of power bases were taken as the independent variables and their affect on employee's satisfaction with supervision as the dependent variable. Data was collected from 180 respondents who were working in organizations located in Penang. Statistical Package for the Social Sciences (SPSS) was use for data analysis. Reward, referent and expert powers were found to be positively related to employee's satisfaction with supervision. Both coercive and legitimate powers are seen to influence satisfaction with supervision negatively. There were some limitations and the suggestions for future research is to further understand the combination of powers that a manager apply and the different application towards different recipients. It was also suggested for future research to incorporate in variables such as gender, age and personality and their relations to the type of power base use by a manager. Despite the limitations, this study has provided some useful information for managers to understand the power bases that they apply in dealing with their employees and the effect of it on satisfaction with supervision.

CHAPTER 1

INTRODUCTION

1.1 Introduction

This study is to examine the relationship of the type of power bases used by managers upon employee's job satisfaction, in particular on satisfaction with supervision. This chapter gives an overview of the thesis where we begin with background, problem statement, research objectives as well as the research questions. It also provides the significance of the study, definition of key terms used and lastly the organization of the remaining chapters in this study.

1.2 Background

In all organizations, power is involved when it comes to organizational changes and controls where managers use it to manage the employees, to accomplish organizational goals. Power is a prevalent component in an organization and both managers and non managers use it extensively. The relationship of “power and control” in an organization can be seen through how the subunits and individuals co-exist within that organizational “power/control” eco-system (Ivancevich, Konopaske & Matteson, 2011). The topic on the implications of the type of power bases that a manager's yield is one of the most commonly discussed topics in the study of organization. Successful organizations need their employees to perform to their assigned roles, to engage and also

go beyond their formal assignments (Katz & Kahn, 1978). Ivancevich et al. (2011) defined power as the capability to get someone to do something and it involves a relationship between two people. Hence we could say that power is something of importance which could also influence the employee's behavior according to one's will. Respective managers use different power bases on their employees to attain the result they want and also to meet organizational goals.

Employee's attitude is effected by the type of power bases chosen or demonstrated by the manager (Kelman, 1958), this means that different types of power bases used by a manager will have different effects on the employees. The employee's perceptions, attitudes, emotions and behaviors are in a way influence by the power bases used by the manager in dealing with the employee (Manz & Gioia, 1983).

There are different consequences directly related to how the power of the manager is perceived. Managers in an organization need to be alert of the presence of the numerous sources of power in the work place and how they directly impact the satisfaction on the employees. A disgruntled employee can be seen as a cause of dysfunction and thus, causing loss of productivity due to neglect of tasks, absenteeism and eventually resignation form their post (Churchill, Ford & Walker, 1976; Rahim & Buntzman, 1989).

According to Faiz (2013), the main challenge for the manager is how to effectively utilize the correct type of power to ensure the employees' satisfaction. Mossholder et. al.(1998) mentioned that the various ways that the manager asserts his base of power will directly impact the employee's commitment, job satisfaction and turnover.

Job satisfaction is being described as how people feel about their jobs and the different aspects of the job (Spector, 1997). Roelen, Koopmans & Groothoff (2008) on the hand defined job satisfaction as the positive emotional reactions and attitudes individuals have towards their job. According to Hackman & Lalwer (1971), the employee's job satisfaction is crucial for an organization, as it plays the role as a primary determining factor of organizational efficiency.

The five factors as defined by Smith, Kendall & Hulin (1969) that have direct impact to job satisfactions are supervision, relationship with co-workers, present pay, nature of work, and opportunities for promotion. Thus, the relevance of how supervision of the employees in the organization impacts the satisfaction of employee as well. Understanding the various elements that impact job satisfaction and the significance of the multiple factors can be critical to the success of the organization (Cranny, Smith & Stone, 1992). There is a direct relationship between supervision and job satisfaction as claimed by author such as Ellickson & Logsdon (2002) and this knowledge is useful for managers to take advantage of, as they need to be aware of the bases of power existing in the workplace and how they would impact the employees' satisfaction.

1.3 Problem Statement

It is important for us to study the effect of manager's bases of power on employee's job satisfaction: satisfaction with supervision. Understanding this will assist managers to assess and understand which power base they should use and the implication of it. This will enables organization to compete in this challenging environment by having high employee's job satisfaction.

Hence the question “Is there a relationship between manager’s bases of power on employee's job satisfaction : satisfaction on supervision ”?

1.4 Research Objectives

The objective of this study is to investigate the effects of manager’s bases of power on employee's job satisfaction: satisfaction with supervision. The objective could be further delineated in details as below:

- i. To investigate the effect of manager’s bases of power on employee's satisfaction with supervision in companies in Bayan Lepas, Penang, Malaysia.
- ii. To investigate the bases of power that yield positive effect on employee’s satisfaction with supervision.
- iii. To investigate the bases of power that yield negative effect on employee’s satisfaction with supervision.

1.5 Research Questions

The research questions were designed to meet the objectives of the research mentioned above;

- Does manager’s bases of power has effect on employee's satisfaction with supervision?

- Which bases of power has positive effect on employee's satisfaction with supervision?
- Which bases of power has negative effect on employee's satisfaction with supervision?

1.6 Significant of Study

This empirical investigation is to show the relative effect of manager's bases of power (coercive power, reward power, legitimate power, referent and expert power) on employee's satisfaction with supervision in organizations located in Bayan Lepas, Penang, Malaysia. The manufacturing companies in Bayan Lepas, Penang is considered as the economic powerhouse of Penang with more than 134,000 employees or close to 30% of the island's total labour force which generates an annual income of more than RM20bil (Choong, 2014). In order to gauge the implication of roles and controls in an organization it is crucial for us to understand the relationship between subordinate perception of their manager's power and their work attitude. Employee's job satisfaction increases when they have managers who are understanding, friendly, praise good performance and show interest in them (Robbins, 1993).

Hence, the result of this study is to provide an insight and reference point for management in these organizations to look at the bases of power that their managers yield and what is the implication to employee's job satisfaction. With this, managers are able to identify the type of power that has positive relationship with employee's satisfaction with supervision and avoid choosing the bases of power that negatively relates to employee's satisfaction with supervision.

1.7 Definition of Key Terms

This section is to make sure researcher and reader share the common understanding of the concepts and definition of key terms for better understanding and further discussion on this topic.

1.7.1 Coercive Power

Coercive power is seen as the ability to influence using punishment (French & Raven, 1959). It is also seen as the power that use punishment, reprimands or dismissal to induce compliance (Etzioni, 1965).

1.7.2 Reward Power

Reward power is the ability to influence by providing rewards (French & Raven, 1959). Is a power that is based on ability to provide rewards (Etzioni, 1965).

1.7.3 Referent Power

Referent power is the ability to influence by using one person's identification with another (French & Raven, 1959). It is a power that is based on personal traits in other words, a manager with high referent power is well liked and admired (Etzioni, 1965).

1.7.4 Expert Power

Expert power is the ability to influence through knowledge or the perception of knowledge that one person possess (French & Raven, 1959). Is a power that is based on possession of expertise, skill and knowledge (Etzioni, 1965).

1.7.5 Legitimate Power

Legitimate power is the ability to influence through the legitimated right that one has (French & Raven, 1959). It is a power that is based on the position held by that manager, the higher the position, the higher the legitimate power is.

1.7.6 Job Satisfaction

Job satisfaction is an attitude people have about their jobs. It is the result from their perception of their jobs and the degree to which there is a good fit between them as individuals and the organization. (Ivancevich et al., 2011)

1.7.7 Supervision

The technical competence and the interpersonal skills of one's immediate boss. (Ivancevich et al., 2011).

1.8 Organization of Remaining Chapters

This study is structured and presented in five chapters. The first chapter provides the introduction of the research where it gives an overview on the background, problem statement, research objectives, research questions, significance of the study and definition of key terms used this is study. In Chapter 2, there is literature review that summarized previous research on manager's power, bases of power and job satisfaction. This chapters also explains the theoretical framework of the study and also the development of hypotheses for this study. Chapter 3 covers the research methodology where it illustrates the research design, sample collections, measurements of identified variables, sampling

design and method of data analysis. In Chapter 4, the result of the data analysis which used SPSS software is shared. This chapter focuses on statistical analysis, goodness of measures, descriptive statistic analysis and the testing of hypothesis. The final chapter presents the overall findings, discussions, implication of the study, limitation of the study as well as suggestions for future research.

CHAPTER 2

LITERATURE REVIEW

The literature review for this study consist of 3 main contexts, first is the context of power, the bases of power and followed by the context of job satisfaction.

2.1 Power

Power is typically described as the potential influence that one could exert on another (French & Raven, 1959) and according to Kanter (1979) who has defined power as the ability to get things done, to mobilize resources, to get and to use whatever it is that a person needs for the goals he or she is attempting to meet. Managers in organization apply power to get things done hence power is an effective tool. Power is viewed as the capability to change and control behaviors and attitude of others in turn to achieve organization's goals (Rahim, 1989). Raven (2008) defined social power as the ability of the agent to use the available resource to bring change and these resources are represented in the bases of power. Bases of power is regard as a powerful tool use by managers to make employees follow instructions and directions (Nadaee, Alavi, Hadavi & Rad, 2012).

2.2 The Bases of Power

There are a few classification in terms of power bases in organizations. The most commonly applied are the power bases suggested by French & Raven (1959). According to French & Raven (1959) there are five different dimensions of power which are

i) Coercive Power, ii) Reward Power, iii) Referent Power, iv) Expert Power and v) Legitimate Power. On the other hand, Etzioni (1965) has proposed seven important power bases with 2 additional alternatives to French and Raven, and they are “Connection Power” and “Information Power”. Particularly for this study, it will be based on French and Raven's five power dimensions.

2.2.1 Coercive Power

Coercive power is seen as the ability to influence using punishment (French & Raven, 1959). It is also seen as the power that use punishment, reprimands or dismissal to induce compliance (Etzioni, 1965). Coercive Power involves the concept of influence based upon “subordinates’ expectation of punishment for failure to conform to an influence attempt”. A manager may block a promotion or criticize a subordinate for poor performance (Ivancevich et al., 2011). It is also the power which has the ability to assign others to act or do things that they do not favor (Mossholder, Kemery & Wesolowski, 1998). The characteristic of this power is using force such as threat, confrontation and disciplinary actions on subordinates to comply (Hinkin & Schriesheim, 1990, 1994). It is a power that is a opposite to reward power.

2.2.2 Reward Power

Reward power is the ability to influence by providing rewards (French & Raven, 1959) and the ability to reward a follower for compliance (Ivancevich et al., 2011). Managers with reward power is highly seen as someone who provide reward for employees compliance such as pay raises, promotions, recognitions and other form of

rewards (Etzioni, 1965). If a follower value the rewards or potential rewards that is being offered, they may respond to the directions or requests. It is also seen as the power with the ability to grant subordinates with promotions and recognitions (Mossholder et. al, 1998). According to Raven (1990), it is also the power that include respect, approval and praise.

2.2.3 Referent Power

Referent power is the ability to influence by using one person's identification with another (French & Raven, 1974). It is a power that is based on personal traits in other words, a manager with high referent power is well liked and admired (Etzioni, 1965). Subordinates see managers with referent power as a model that he or she would like to follow and identify with (Raven, 2008). It is also the power that has the ability to make the other person feel accepted (Mossholder et al, 1998). Referent power is often the basis of a charismatic manager and he or she is admired because of these characteristics. Thomas (2002) defined it as the power that has the ability to influence subordinates through respect, loyalty and admiration.

2.2.4 Expert Power

Expert power is the ability to influence through knowledge or the perception of knowledge that one person possess (French & Raven, 1959). It is a power that is based on possession of expertise, skill and knowledge (Etzioni, 1965). A manager has expert power when he or she possesses special expertise that is highly valued and the more difficult it is to replace the expertise, the greater degree of expert power the manager

possesses (Ivancevich et.al., 2011). It is also the power that administer knowledge and expertise and achieved by reasoning and empowerment (Hollander & Offermann, 1990). According to Hinkin & Schriesheim (1989), expert power is the power where supervisor use rationality to influence their subordinates. A manager high in expert power is seen as possessing the expertise to facilitate the work behaviors of others and the ones with high coercive power is seen as someone who is more likely to punish (Etzioni, 1965). Subordinates looked up to the managers who exercised expert power as someone with the expertise and knowledge to deal with issues in all situations (Raven, 2008)

2.2.5 Legitimate Power

Legitimate power which is also know as legal power is the ability to influence through the legitimated right that one has (French & Raven, 1959). It is a power that is based on the position held by that manager, the higher the position, the higher the legitimate power is. According to Ivancevich et al. (2011), legitimate power is derived from the position that the person holds in an organization where that individual has the authority to make demand from the other individuals and also to give order or direction to others. It is also defined by Mossholder et al. (1998) as the power that gave subordinates the sense of obligation and responsibility towards their work. Legitimate power base is also known as the authority that one has from the position that he/she held in the organization.

2.3 Job Satisfaction

Job satisfaction can be defined as an employee's overall evaluation of his or her job as favourable or unfavourable (Locke, 1976). Job satisfaction is the positive response and feelings that employees have on their job (Roelen et al., 2008). Lee & Low (2010), described job satisfaction as the positive feelings that one gathered from a job situation in the organization. According to Pushpakumari (2008), job satisfaction is an expression used to describe the attitude an employee has where a highly satisfied employee will have a positive attitude towards the job and vice versa. Locke (1976) defined it as an experience where one felt a pleasing emotion from the job.

There are 2 approaches to conceptualizing job satisfaction, the global approach and the facet approach. The global approach considers overall job satisfaction whereas the second approach – facet approach - which considers job satisfaction to be composed of feelings and attitudes about a number of different facets of the job (Riggio, 2007). Job satisfaction can also be defined as a total feeling about the job or a collection of feelings on various facets of the job (Spector, 1997).

The five facets of job satisfaction as described by Smith et al. (1969) are i) the work itself, ii) the co-workers, iii) the pay, iv) the supervision, and v) the promotion opportunities. The facet approach considers each of these aspects individually, assuming that a particular worker might be quite satisfied with some facet but unsatisfied with others (Riggio, 2007). Kreitner & Kinicki (2004) explained job satisfaction as “an affective and emotional response to various facets of one's job”.

According to Noor & Masuma (2010), satisfaction with supervision led to job satisfaction as there is a positive correlation between job satisfaction with supervisor's

supervision where the correlation co-efficient was at 0.526 with significant level at 0.05. Other studies also found that supervision and job satisfaction are positively related (Koustelios, 2001; Perterson, Puia & Suess, 2003). Thus, one of the facet of job satisfaction which is the satisfaction with supervision is used in this study to identify its relationship with manager's power bases.

2.4 Value –Percept Theory

This theory holds that job satisfaction is influence by events and agents. Events are such as pay, benefits, working conditions, promotions and recognition, whereas agents are such as coworkers, immediate supervisors and the management on the whole (Locke, 1976). It argues that job satisfaction depends on whether you perceive that your job supplies the things that you value, in other words employees evaluate job satisfaction according to specific “facets” of the job. It described one of the facets which is satisfaction with supervision as a reflection of employee's feelings about their managers, including whether the manager is competent, polite, and a good communicator. Employees are concerned about whether the supervisor provides rewards for good performance and if they help the employee attain the things that they value (Ivancevich et al., 2011).

2.5 Herzberg's Motivation-Hygiene Theory

The two factors in this theory are called the dissatisfiers-satisfiers or the hygiene motivators or the extrinsic-intrinsic factors (Ivancevich et al., 2011). Employees in their work environment are under the influence of factors that caused job satisfaction and

factors that cause job dissatisfaction (Aziri, 2011). Factors that deal with job content tend to lead to job satisfaction which is also known as the intrinsic (motivators) conditions which include achievement, recognition, responsibility, advancement, the work itself and the possibility of growth (Ivancevich et al., 2011). Factors that deal with job context tend to lead to job dissatisfaction which is also known as the extrinsic (hygiene) conditions such as company policies, supervision, working conditions, status, salary and job security (Aziri, 2011).

2.6 Theoretical Framework

This chapter also presents the theoretical framework model of this study, which consist of five independent variables and one dependent variable. The framework design is derived accordingly to the research objectives stated in Chapter 1, that is to investigate the effect of manager's bases of power on employee's satisfaction with supervision. The theoretical framework of this study is shown in Figure 2.1.

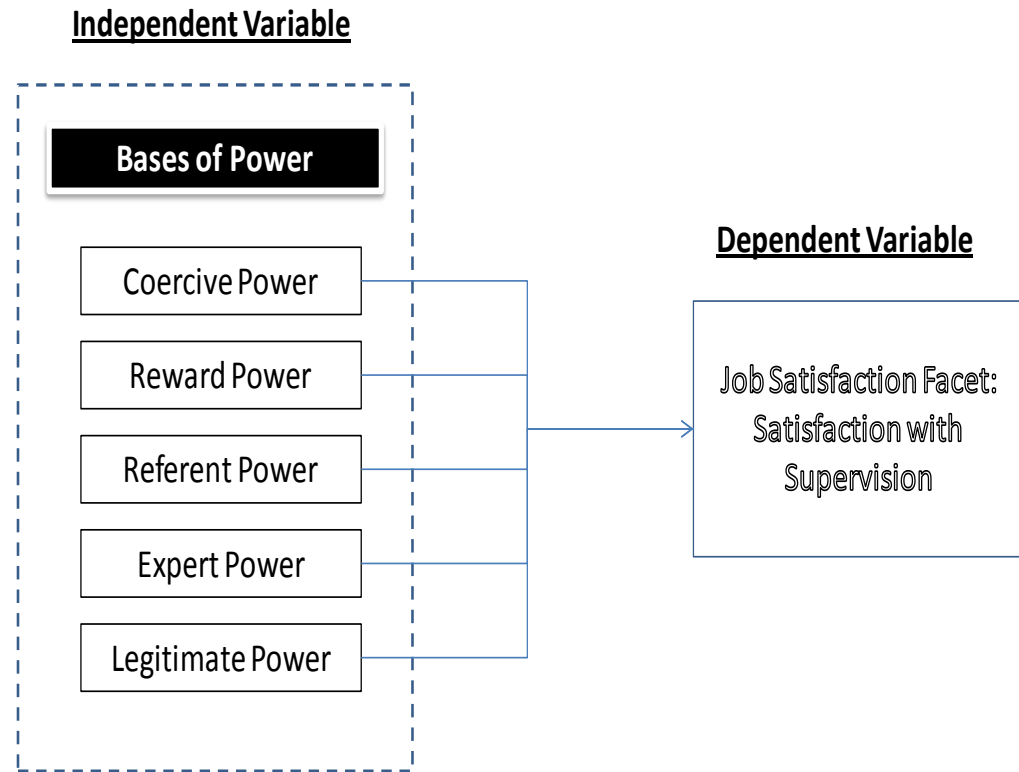


Figure 2.1: Theoretical Framework

2.7 Hypotheses Development

The development of hypotheses for this study are with reference to the theoretical framework model.

2.7.1 Bases of Power and Satisfaction with Supervision

Different bases of power used by the manager yield different type of reaction from subordinates and as the manager employed a range of powers, a perception on the manager's behavior is formed. According to Mossholder et al. (1998), these perceptions later developed into a critical factor in determining the reactions of the subordinates.

Bachman & Marcus (1968) found that the power which positively associated with employee's job satisfaction are expert and referent power whereas power that negatively associated to satisfaction is coercive power. Lee & Low (2012), suggested that the "style" that managers employed in managing their employees has an extensive impact on the employees' overall feelings and attitudes towards work and also on their relationship with their managers. According to Berry (1998), a subordinate's satisfaction with the supervisor may depend on the supervisor's power bases and the power of the supervisor swayed subordinate's satisfaction. A manager's actions and supervision can improve productivity, performance and also increase the level of job satisfaction (Brunetto & Farr-Wharton, 2002).

There is a positive relationship between supervision and job satisfaction (Koustelios, 2001; Perterson et al., 2003; Smucker, Whisenant & Pederson, 2003). Employees who are satisfied with their managers' supervision are more likely to feel satisfied with their job (Staudt, 1997). Robbins, Odendaal & Roodt (2003) stated that supervisors play a key role in employees' job satisfaction when it comes to the supervisor's capability to support and gives guidance to any task that was assigned to their job. Rewarding behavior such as appreciation and recognition of a manager does determine an employee's job satisfaction (Spector, 1997). On the other hand, when employees observed that their works are not recognized or being rewarded reasonably these may result in employees' dissatisfaction (Robbins, 1993). According to Henne & Locke (1985), supervisors who are perceived as considerate, truthful and just, give recognition and rewards, knowledgeable and open are well like by employees. Reward and coercive powers are the two most frequently used power sources (Rahim, 1989) and

they play a key function in influencing employee's job satisfaction (Afza, 2005; Lee & Tui, 2008; Nadaee et al., 2012).

The findings from these past studies indicated that there was a significant relationship between the bases of power used by a manager with the employee's satisfaction with supervision. Hence the following hypothesis were developed.

H1: Manager's bases of power has a significant influence on employee's satisfaction with supervision

2.7.2 Non Coercive Power (Reward, Referent, Expert and Legitimate) and Satisfaction with Supervision

"Personal" power such as referent and expert power in general have a positive effect on the manager/employee relationship whereas "position" power such as legitimate and coercive power are less effective (Etzioni, 1965). The use of reward power is to achieve organizational goals by changing the subordinates actions, feelings and behaviors (Rahim, 1989). Employee's satisfaction from his job and supervision increases if he receive more recognition or reward from his supervisor (Faiz, 2013). Employees view reward power as the ability of his managers in providing or rewarding him with benefits such as a rise in pay, praise for the work, promotions, recognitions and respects (Rahim, 1989; Raven, 1990). Raven (2008) found that reward power was more inclined to lead better satisfaction from employees. This rewarding behavior of a managers is also found to be positively associated with satisfaction with supervision (Sims & Szilagyi, 1975).

Studies by Hinkin & Schriesheim (1994) suggested that there is a positive relationship between the reward behavior of supervision and employee's satisfaction and performance. Szilagyi (1980) results of studies revealed that a leader's reward behavior is a factor that contributed to subordinate performance and work satisfaction. Afza (2005) suggested that reward and referent power used by managers has a positive effect on employee's job satisfaction.

Lee & Low (2012) suggested that manager's should emphasize more on both referent and expert powers in order to obtain subordinate's acceptance on supervision. Referent and expert power were also known as "personal" forms of power (Yukl, 1981). These powers can result in a positive leader-subordinate and relationship thus can assist in an increase in job satisfaction (Richmond, Wagner & McCroskey, 1986; Rahim & Afza, 1993). Besides that, referent, expert and reward powers used by managers were found to have positive relationship with satisfaction with supervision (Yi, Jia & Luo, 2014). Employees are more recipient to manager's usage of expert and referent powers and these have direct relation to employee's satisfaction with supervision (Lee & Low, 2012). According to Busch (1980), expert and referent powers were positively related to satisfaction with supervision of employees. Expert and referent power bases were found to be positively associated with employees' job satisfaction whereas coercive power was found to be negatively associated (Bachman, Smith & Slesinger, 1996). Both referent and expert powers were found to have positive effect which could lead to job satisfaction (Rahim & Afza, 1993). Nedae et al. (2012) also indicated that referent power is an accurate predictor for both job performance and job satisfaction.

Yukl (1981) stated that “position” power such as legitimate and coercive powers are less effective means of influence attempt. Legitimate power was found to have low significant relationship in influencing subordinate’s behavior and did not have any direct relationship with employee’s satisfaction with supervision (Lee & Low, 2012). Legitimate power demonstrated a moderately low relationship with satisfaction with supervision (Lee & Low, 2008). Whereas there is a positive relationship between reward, legitimate and referent powers according to both Elangovan & Xie (2000). The following hypothesis were then developed from these findings.

H2 : Manager’s base of reward power is positively related to employee’s satisfaction with supervision

H3 : Manager’s base of referent power is positively related to employees’ satisfaction with supervision

H4 : Manager’s base of expert power is positively related to employees’ satisfaction with supervision

H5 : Manager’s base of legitimate power is positively related to employees’ satisfaction with supervision

2.7.3 Coercive Power and Satisfaction with Supervision

Coercive power is the power used by manager to get the employees to do things that is not to his preference and to remove things that he prefers. This power is defined by Hinkin & Schriesheim (1990, 1994) as the power that demonstrate force of compliance by using threat, confrontation and punishment. All these has a negative influences on job satisfaction (Podsakoff & Schriesheim, 1985) and it generates slightest employee's satisfaction (Burke & Wilcox, 1971). On the other hand, Zameni, Enayati, Palar & Jamkhaneh (2012) found that employees are less committed and satisfied with their job when they have managers who use coercive power increasingly. Frequent usage of this power base by managers would yield negative feelings such as fear, discouragement, dissatisfaction, resentment and turnover among employees (Bachman et al, 1966 and Elangovan & Xie, 2000).

Lunenburg (2012) findings indicated that generally coercive power is negatively related to work satisfaction. Hinkin & Schriesheim (1989) agreed that extensive use of this power do not lead to employee's satisfaction. Elangovan & Xie (2000) indicated that coercive power used by managers has a negative relationship with global satisfaction. A leader's punitive behavior is a factor that contributed to subordinate's work dissatisfaction (Szilagyi, 1980). Raven (2008) found that coercive power may be effective in influencing subordinates who endanger the organization or threatened the authority of the leader but in the short term it led to resentment on the supervisors. Studies from Afza (2005) also showed that coercive power was negatively related to job satisfaction.

However studies from Lee & Low (2012, 2008) found that there is no association between satisfaction with supervision with coercive power yielded by managers.

According to Faiz (2013), coercive power was found to have a negative relationship with employee's job satisfaction in the public sector but no significant relationship in the private factor. Nadaee et al. (2012) also found that there was no significant relationship between coercive power and employee's job satisfaction.

H6 : Manager's base of coercive power is negatively related to employee's satisfaction with supervision

2.8 Summary

We have covered the literature of past studies in this chapter which were considered to be relevant for this study. There will be a continuous update on the literature from time to time for the latest information. The theoretical framework of this study and the development of the hypothesis were supported from these literatures which gave us five independent variables (coercive, reward, referent, expert and legitimate powers) from the bases of power and one dependent variable (satisfaction with supervision). A summary of hypothesis developed for testing is shown in Table 2.1.

Table 2.1

Summary of Research Hypotheses

Hypotheses	Relationships
H1	Manager's bases of power has a significant influence on employee's satisfaction with supervision
H2	Manager's base of reward power is positively related to employee's satisfaction with supervision
H3	Manager's base of referent power is positively related to employees' satisfaction with supervision
H4	Manager's base of expert power is positively related to employees' satisfaction with supervision
H5	Manager's base of legitimate power is positively related to employees' satisfaction with supervision
H6	Manager's base of coercive power is negatively related to employee's satisfaction with supervision

CHAPTER 3

METHODOLOGY

We have the preliminary observations outlined in Chapter 1 (Introduction), literatures review, theoretical framework formulation and hypothesis creation in Chapter 2 (Literature Review) and now the details of methodology of this research will be discussed in this chapter.

3.1 Introduction

This chapter further elaborates and explains the methodological of the study which include the research design, the variables and measurements, sampling design, questionnaire design, methods of data collection and techniques of data analysis.

3.2 Research Design

Research design is basically the general plan of answering the research questions where it specify the data collecting method, the variables, the measurement of the variables and the methods applied for analysis of the data that was collected.

3.2.1 Type of Study

The main objective of this study was to analyze the relationship between manager's bases of power and employees' satisfaction with supervision. Therefore it was a correlation study to examine the relative importance of the independent variables as